



STRATEGIC PLAN

2010 – 2014

REVIEWED 7 NOVEMBER 2011

OUR VISION

Secure, viable and sustainable wild harvest commercial fisheries in NSW

OUR MISSION

PFA is recognised as the peak body for NSW wild harvest commercial fishers, providing effective representation to all levels of government and other key stakeholders

The Professional Fishermen's Association was born out of a widespread concern about the future of the Commercial Fishing Industry in NSW. In common with other State fisheries, NSW professional fishers are deeply worried about the erosion of their long term rights to harvest seafood on behalf of the community. This harvest is essential to supplying both the retail and wholesale sectors, and, in turn, our valuable restaurant and tourism businesses.

Our industry is fully supportive of conservation initiatives, and indeed, has led many of these through efforts to minimise bycatch and support harvest levels that remain well within those required for long term sustainability. Despite these efforts, our political profile and the public perception of the fishing industry is poor, and this situation along with the associated increasing thrust to lock the industry out of more and more fishing grounds, has led us to where we are today.

If we are to have a positive impact and improve our standing in the community, secure the future of the industry and supplies of fresh seafood we need to work together and be proactive in seeking to gain the attention of policy makers and the general public. We need to alert them to our conservation credentials and the value that we inject to coastal communities, many of which have few other reliable employment opportunities.

Various socio economic studies have clearly shown the benefits the professional fishing industry brings to regional areas along the NSW coast. Further studies in the future will be done to continue to show the value of the industry to local economies, employment and society in general.

Our strength will always be in numbers and as a united group. For too long the professional fishing industry in NSW has had no voice. The PFA is that voice and will continue to be heard in the corridors of power so long as we remain as one.

So what is the purpose of this plan? Firstly, it is not meant to be a glossy, publicity-seeking document that catches the eye when published, only to be put aside with the mounting paperwork the fishing industry has to handle. Instead, it is to be used as a blueprint for real action by our industry to unite and take the steps to secure our future and that of our young fishermen, many of whom are turning away from fishing and seeking employment with a more certain outlook.

Implementation and review/monitoring

This strategic plan will be subject to a scheduled annual review which will be done in conjunction with the Committee of Management and PFA staff. Progress reports against the strategic plan will be provided to the Committee of Management (CoM) at each of its meetings.

Objectives

The PFA has limited resources in the form of its membership, a dedicated CoM and staff. In order to focus our resources strategically over the next four years, the PFA will focus efforts on achieving, or gaining significant progress towards, five objectives.

Each objective has associated strategies and performance measures, against which progress will be measured. These objectives will focus the work of the PFA staff and the CoM.

Objective 1: Strong fishing rights that will provide long term access, and a viable future for commercial fishers.

Objective 2: A strong representative voice for the commercial wild harvest fishing industry.

Objective 3: The wild harvest fishing industry is recognised by the community and government as sustainable and a valued food source.

Objective 4: Applied industry driven research used to support good management and decision making.

Objective 5: Relationships established with government & non-government agencies in pursuit of long term outcomes.

Strategies and performance indicators

Objective 1. Strong fishing rights that will provide long term access and a viable future for commercial fishers

Strategies	Performance indicators
Negotiate with Ministers, Government Agencies and others to achieve stronger security of our (existing) allocated fishing shares including long term tenure of harvesting rights.	<ul style="list-style-type: none"> • Number and nature of interactions with Ministers, senior bureaucrats and others. • Commitment to or acknowledgement of the issues.
Ensure there is no extinguishment of rights, e.g. due to closures, without justification and due compensation.	<ul style="list-style-type: none"> • Representational activity where closures and other activities threaten rights. • Level of justification and/or appropriate compensation.
Initiate a review of the current closures with an aim of regaining access for commercial fishing.	<ul style="list-style-type: none"> • Completion of the review and progress towards increasing access.
Secure resource sharing arrangements to provide for a long term fishing industry and supply of fresh, local seafood for the community.	<ul style="list-style-type: none"> • Regional analysis of the appropriate bottom line effort/catch levels for commercial fisheries has been undertaken. • Regional analysis used in presentations and submissions to governments.

Objective 2. A strong representative voice for the commercial wild harvest fishing industry.

Strategies	Performance indicators
Build membership by demonstrating effectiveness and benefit to current and potential members	<ul style="list-style-type: none"> • 60% of active NSW licenced commercial fishers as members within 4 years, matched with appropriate PFA staffing levels.
Achieve access to key decision makers including Ministers, politicians and senior public servants at all levels of government	<ul style="list-style-type: none"> • Targeted outcomes achieved.
Encourage all members to have input to the work and direction of the PFA.	<ul style="list-style-type: none"> • All CoM positions filled, positive responses to surveys. • Feedback on requests for information from members.
Secure long term funding through a possible industry levy; increasing membership; service agreement and/or seeking project based funding where needed and appropriate.	<ul style="list-style-type: none"> • Commitments from existing arrangements for membership renewals. • Numbers of new members. • Exploration of the advantages/ disadvantages of an industry levy and related actions. • Successful project applications.
Provide good advice and service to members.	<ul style="list-style-type: none"> • Satisfaction survey of members.
Develop and implement a communications strategy.	<ul style="list-style-type: none"> • Communication strategy implemented • Satisfaction survey of members.

Objective 3. The wild harvest fishing industry is recognised by the community and government as sustainable and a valued food source.

Strategies	Performance indicators
Promote the value (socio-economic contribution) of the commercial fishing industry to NSW.	<ul style="list-style-type: none"> • Completion of socio-economic evaluations of the commercial fishing industry in the regions and promotion of results.
Distribute all media releases and articles to all local and regional media outlets.	<ul style="list-style-type: none"> • Provision of copy/content to local media. • Number of media mentions or extent of press coverage – printed, radio, etc.
Promote best practice innovations, sustainability measures and improvements, new environmentally friendly fishing methods, research results, etc at appropriate opportunities and use partnerships with local Cooperatives and others e.g. Ocean Watch to communicate these outcomes.	<ul style="list-style-type: none"> • Number of opportunities where PFA promoted.
Engage with the community and government to develop plans and programs for wetland rehabilitation	<ul style="list-style-type: none"> • Agreement between parties for wetland rehabilitation • Progress towards implementation and/or implementation of plans and programs

Objective 4. Applied industry driven research used to support good management and decision making.

Strategies	Performance indicators
Engage in priority setting for industry research needs.	<ul style="list-style-type: none"> • Research priorities established and reflected in research undertaken.
Seek funding for specific research projects that are identified as a priority for the commercial fisheries sector.	<ul style="list-style-type: none"> • Level of financial support achieved from DII, FRDC and other research funding agencies.
Promote an evidence based approach to the declaration of fisheries management decisions, including closures e.g. marine park zonings.	<ul style="list-style-type: none"> • Input to the MPA declaration process and the response received. • Decisions on catch/effort levels are supported by scientific evidence.
Engage in collaborative and beneficial research e.g. BRD, data collection.	<ul style="list-style-type: none"> • Number of members participating in research projects. • Status of relationship between PFA, researchers and managers.

Objective 5. Relationships established with government & non-government agencies in pursuit of long term outcomes

Strategies	Performance indicators
Identify key individuals and organisations and establish long-term working relationships.	<ul style="list-style-type: none"> • Number of interactions and outcomes.
Develop an apolitical communication strategy.	<ul style="list-style-type: none"> • Development of communications strategy targeting PFA members and stakeholders including governments and non-government agencies. • Input to the development of political parties' policy platforms and departmental policy initiatives and changes.
Identify common interests with non-government organisations to forge opportunities for cooperation and joint support	<ul style="list-style-type: none"> • Number of interactions and outcomes.
Provision of high level policy advice to government on wild harvest commercial fishing.	<ul style="list-style-type: none"> • Number and extent of briefs and level of support or uptake.